Findings Report

For

POST Phase 1: Requirements Definition
Communication Management & Contacts Management

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1 Introduction

The Systems Integration Division (SID) Management Steering Council (MSC) has enacted several Process Action Teams (PATs), which are made up of a cross-section of duty experts throughout SID. These PATs meet for a defined period of time for the purpose of improving the processes and practices within SID and enabling the organization toward an on-going journey of using common standards and industry best practices. The PATs are the primary vehicle for providing the contents that make up the SID Best Practice Website.

1.1 Purpose Of This Findings Report

This report is one of an ongoing series of reports that summarize the findings and recommendations of the PAT focusing on deriving the requirements for an enterprise-wide information management tool referred to as the Project Office Support Tool (POST). There are currently ten modules planned for the POST as depicted in Figure 1 below: Issues/Actions Management, Document Management, Risk Management, Change Control, Configuration Management (of county sites), Workplan, Contract Administration/Tracking, Contacts Management, Communication Management, and Requirements Management.

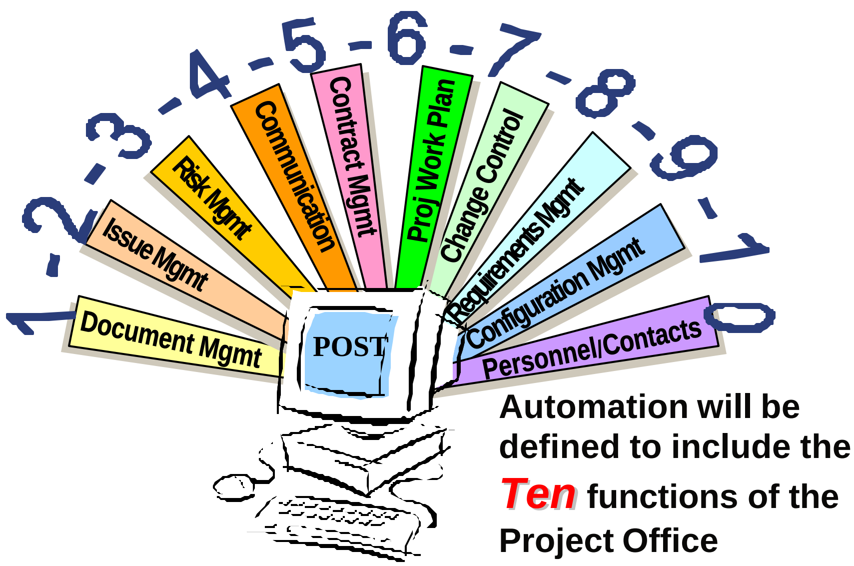

FIGURE 1: THE TEN MODULES OF POST

This report is the sixth of the POST PAT series and addresses the Communication Management and Personnel/Contacts Management modules only. It was decided that the two areas addressed in this report were so inter-related that it best to present the findings in a single integrated report. The results of this PAT are also posted on the Best Practices website and represent the Requirements Document for the POST Phase 2- Proof-Of-Concept for Communications Management and Personnel/Contacts Management. ***(Note: Reference the POST Project Charter for more detail on the POST Project)***

Communication Management and Contact Management may arise from a variety of activities in the project. Figure 2 depicts the interactions between the ten modules of POST.

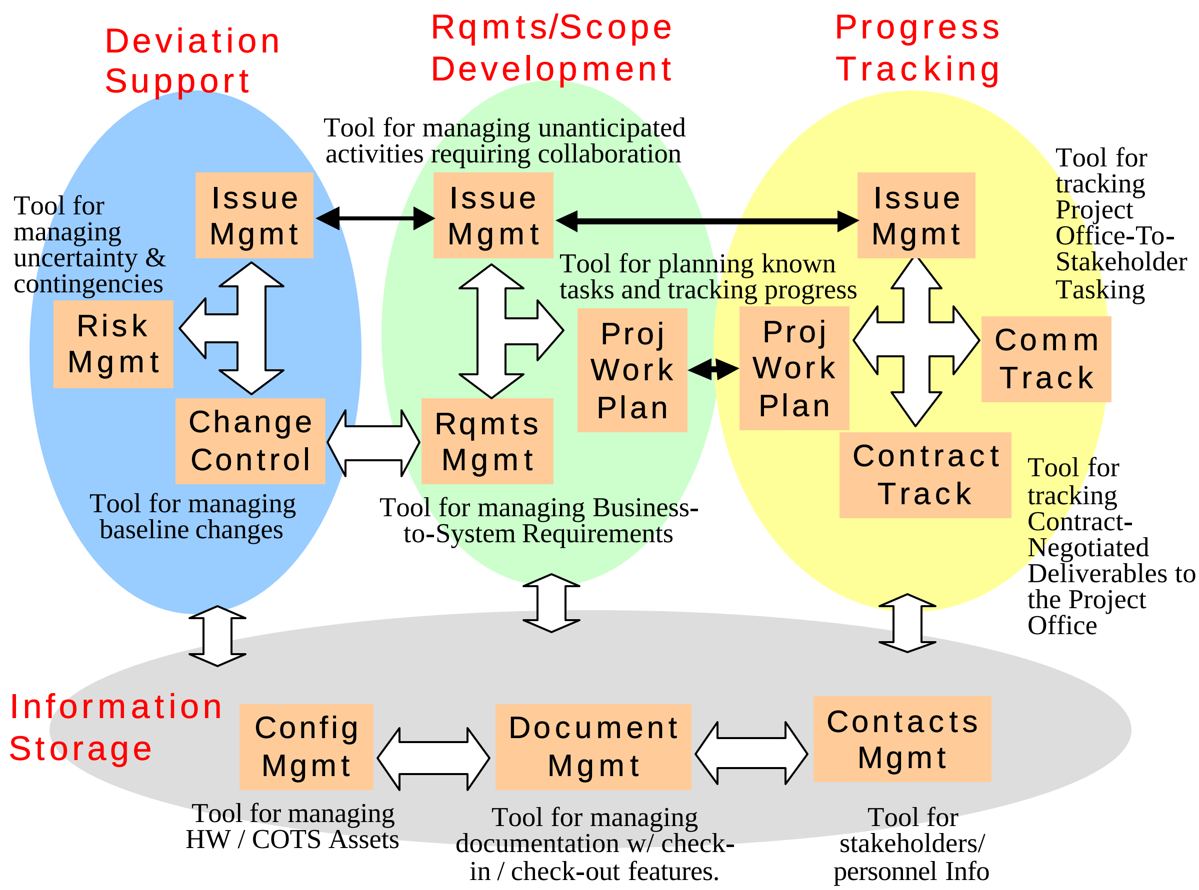

Figure 2. Relationship between POST Modules

1.2 Purpose Of Communications Management

Communications Management consists of the processes that focus on the "people side" of the project office. It supports the Communication Plan; including scope, recipients, format, frequency and communication medium. The stakeholder audience is the primary focus. A repository of project and stakeholder information is necessary when the list of stakeholders spans the entire State of California through 58 counties and includes Federal Government Agencies with various decision levels. An automated tool would assist in associating names, locations, phone numbers, etc. and also tracking the status of stakeholder and project obligations (e.g. response to documentation reviews, critical dates, approval/disapproval) that is imperative to ensure proper stakeholder interaction.

1.3 Purpose Of Contacts Management

Personnel/Contacts Management consists of the processes for managing a central repository that contains both project and stakeholder personnel information. It can be described as a large phone directory for the project and is considered the backbone for all correspondence and e-mail communication. This directory is a critical part of the foundation for other project office functions such as communication management and issue management. The automation of this function will streamline and enhance the use of tools such as Outlook for message transmission and meeting scheduling.

2 Findings

2.1 Requirements for Communications Planning

The ISAWS Communication Planning Guide has been selected as the SID standard for Communication Planning. It will form the basis for the requirements for Communications Planning (See Appendix A).

Projects are strongly encouraged to tailor the Guidelines to suit individual project needs. Refer to the SID Best Practices Website (under the Planning Process) for several samples of tailored Communication Planning documents created by various projects in SID.

2.2 Requirements For Contact Management

Necessary information to track contacts for project, contractor, and consultant staff, as well as for key county staff and stakeholders, is discussed below. Typical contact information includes work address, mailing address, phone numbers and e-mail addresses. Optional information which may be helpful includes a person's title and manager(s).

2.2.1 Considerations

- On-line Fax: If an on-line fax capability is available, the contact repository must be able to interface with the on-line fax system.
- Update Management: One person (and a backup) must have responsibility for periodically (quarterly or semi-annually) verifying the contact information is correct by contacting the appropriate organization and requesting updates or validation of the information. (For example, fax the contact information to the organization's receptionist and request markups or corrections.)
- Confidentiality: Some information, such as direct phone lines and/or manager's home phones, must be kept confidential. Most other information needs to be located in a public location accessible to all (such as a shared folder in Outlook, on the network, or in a common database).
- Purging and Archiving: As with all systems, there must be a capability that allows the purging and archiving of data which is out-of-date and not needed for historical purposes.
- Reports: Various standard and ad-hoc reports must be available.
- E-mail: The system must be able to interface with the chosen e-mail system, usually MS Outlook.
- History Log: A facility to track the history of an item (who changed what and for what reason). If only one person is allowed to make updates to the contact information this is less of an issue.
- Search/Find: There must be a way to search for a specific piece of information with the contacts data.
- Sort/Filter/Cross-Referencing: The system should allow for sorting, filtering and cross-referencing of the contacts data both within the on-line view and reporting. Dates should always be sorted chronologically and not alphabetically.

2.2.2 Required Data Elements

- Personnel Info
  - Phone Numbers (work, direct, assistant, fax, mobile, pager, home)
  - Address (physical, mailing, directions to location, map attachment)
  - E-mail (address, notes about size restrictions or attachment security)
  - Organization (department/agency, county name, or company name)
  - Position (role on the project or in the company - such as billing contact)
  - Category (project staff, consultant, contractor, stakeholder, county, control agency, feds, etc.)
  - Manager (functional, administrative, company manager) (optional)
  - Start/End Dates on the project (optional)
  - Notes field (may be used for emergency contact, health, or special skills (such as CPR) notes)

- Company Info
  - Phone Numbers (see above)
  - Address (see above)
  - E-mail (see above)
  - Category (see above)
  - Link to personnel information
  - Link to contract tracking tool/subsystem (optional)
  - Start/End Dates on the project (optional)

2.2.3 Reports

- Mailing Labels
  - Grouped by Organization and/or Category

- E-mail Distribution Lists
  - Grouped by Organization, Manager, and/or Category
  - All-Staff Dist List
  - All Managers Dist List
  - All Vendors Dist List (optional)
  - All State Staff Dist List (optional)

- Phone Lists
  - Project Phone List
    - Name, Phone, Fax, Organization
    - Sorted by Name and/or Category
  - Detailed Phone List
    - Name, Phone, Fax, Role, Manager, Organization
    - Sorted by Name, Manager and/or Category
  - Private
    - Name, Phone, Fax, Direct Line, Assistant's Direct Line
    - Sorted by Name and/or Category
  - Stakeholder Phone List (not including counties)
    - Name, Phone, Fax, Organization
    - Sorted by Name and/or Organization
  - County Phone List
    - Name, Phone, Fax, Organization
    - Sorted by Name and/or Organization (County)
  - Control Agency Phone List (including Feds)
    - Name, Phone, Fax, Organization
    - Sorted by Name and/or Organization

2.2.4 Automated Notifications

Quarterly or semi-annual reminder to check for updates (optional)
Notification when data has been updated (optional)

3 Recommendations For POST Phase 2: Proof-Of-Concept Phase

3.1 Define Suite of Tools as the tools for Communications/Contacts Mgmt

The tools listed below (primarily the MS Office suite) can be used to generate, disseminate and track communications. Each project can customize how they track and disseminate their information to meet their stakeholders' needs. For instance, some stakeholders may prefer information be posted on a project website; other stakeholders may not have Internet access and may need paper or fax communications.

- Word
- Excel
- PowerPoint
- Access
- Outlook
- MS Project
- Front Page
- Adobe Acrobat

The tools can also be used for tracking when communications need to be sent, by what method, review comments, and important dates. For some types of communications, a matrix in Excel may be appropriate. Other communications (such as JAD sessions and their comments), may require more detailed tracking via an Access database. Outlooks Tasks can be used for tracking when scheduled communications are due and reminders for follow-up.

The Phase 2 PAT will focus on the processes and some examples and templates to aid projects in establishing communications generation and tracking.

3.2 Develop a Single Repository For Contacts

SID currently is using MS Outlook as their e-mail tool. Outlook supports an area for tracking contact data. There are some key decisions to be made in order to manage shared contact lists for a project. These issues will be addressed during the POST Phase 2 PAT.

- How to synchronize data between Outlook and other SID standard tools (e.g., MTS)
  - This will require some special DB programming skills
- Where to create the shared contact folders
- What are the processes and instructions for using Outlook for mailing labels, form letters, etc.
- How to use distribution lists to filter between names, etc.

Appendix A

ISAWS Communications Planning Guide